

5.8

OUT OF 10 · REPAIR EVIDENCE CONFIDENCE: HIGH

A directional diagnosis based on the answers given. Use it to start the conversation, not to settle it.

Parts of the engine work. They are not connected

Built for a company of more than 1,000 people, growing slower than planned, selling through a buying committee over a few months, with growth expected from new customers in the market you already serve.

BIGGEST STRENGTH

Scoreboard

This one is working. It is the piece you can build the rest against, and the piece most likely to suffer if the Nows below it stay unfixed.

BIGGEST RISK

Engine Operations

Left alone for twelve months, this is the one your answers say costs the most, because the capabilities it feeds are weak too.

WHAT IS COSTING YOU NOW

Engine Operations

Signals arrive and nothing happens unless a person notices. This is present tense, not a future risk.

WHERE TO START

Engine Operations

One build, ninety days, one owner. Three Nows this time.

THE BOTTOM LINE

You came in describing not creating enough pipeline. Across twenty answers, the engine reads 5.8 out of 10. There is real capability in here. What is missing is the connective work that turns separate efforts into pipeline you can see coming.

Underneath it, the evidence points to Engine Operations. It is weak, and so are Pipeline Generation, Revenue Acceleration, Brand, all of which depend on it. That shape is what a single cause looks like from the outside.

Begin the build. Owner, budget, and priority are already in place. Then run one ninety day build on Engine Operations with one owner, one outcome, and one number, and make the day 90 decision explicit before the work starts.

On Engine Operations you said: “A lot of manual work, and it lives in a few people's heads” You said that yourself, which is part of why it sits at the top of the list.

Your ten capabilities, as your answers scored them

ENGINE READINESS 5.8 OF 10

Signals initiate. Agents execute. Humans govern. The foundation feeds the market work, and the market work feeds revenue. A weak stage does not stay in its own row.

● SIGNIFICANT GAP · BELOW 5.0

● NEEDS ATTENTION · 5.0 TO 7.9

● STRONG · 8.0 AND ABOVE

Foundation

What the engine runs on

Scoreboard

8.2

What leadership can see

● STRONG

Engine Operations

2.0

How the work runs

● SIGNIFICANT GAP
BUILD NOW

AI Agents

8.1

Working with AI

● STRONG

FEEDS

Market

What the market receives

Positioning

5.9

What you stand for

● NEEDS ATTENTION
BUILD NOW

Brand

7.9

How the market
sees you

● NEEDS ATTENTION

Content Marketing

5.0

What buyers find

● NEEDS ATTENTION

Product Marketing

5.0

Reading the
market

● NEEDS ATTENTION

FEEDS

Revenue

What the engine produces

Pipeline Generation

5.9

Creating demand

● NEEDS ATTENTION
BUILD NOW

Revenue Acceleration

3.7

Inside live deals

● SIGNIFICANT GAP

Customer Marketing

5.9

Customers you already have

● NEEDS ATTENTION

Where it starts

Engine Operations is the first place to build. Signals arrive and nothing happens unless a person notices.

Engine Operations is not weak on its own. Pipeline Generation and Revenue Acceleration are weak downstream of it, which is what a single cause looks like from the outside.

Three, not two, because Pipeline Generation is part of the same cluster as the first build. Your answers show the same weakness showing up in capabilities that feed each other, which is one problem wearing three outfits.

1. Engine Operations

● **SIGNIFICANT GAP** 2.0 OF 10

How the work runs

WHAT YOU TOLD US HOW THE WORK RUNS

“Nothing, unless somebody happens to notice”

“A lot of manual work, and it lives in a few people's heads”

WHAT THAT MEANS

The evidence points to signals arriving and nothing happening unless a person notices. Automation layered on top of that would automate the noticing problem.

Operations is the wiring. Signals initiate, agents execute, humans govern, and none of that runs without the rules being written down.

WHAT GOOD LOOKS LIKE

Signals route to the person who should act, automatically, under rules you wrote.

Weak downstream of this: Pipeline Generation, Revenue Acceleration, Brand, Customer Marketing, Content Marketing, Product Marketing. In your answers the same weakness appears in capabilities this one feeds.

If signals already route without a person watching, this stops being foundation work.

2. Positioning

● NEEDS ATTENTION 5.9 OF 10

What you stand for

WHAT YOU TOLD US WHAT YOU STAND FOR

“Tight inside the building. The market still describes us differently”

“We looked like everyone else, so it came down to price”

WHAT THAT MEANS

This pattern suggests the story holds inside the building and has not reached the market. The stronger signal is what buyers say back to you.

Positioning is the input to brand, content, product marketing, and pipeline. When it moves, everything downstream moves with it.

WHAT GOOD LOOKS LIKE

Ten leaders write the same sentence, and customers say it back to you in their own words.

Weak downstream of this: Brand, Content Marketing, Product Marketing, Pipeline Generation, Revenue Acceleration, Customer Marketing. In your answers the same weakness appears in capabilities this one feeds.

If ten leaders would write the same sentence today, this is not the constraint.

3. Pipeline Generation

● NEEDS ATTENTION 5.9 OF 10

Creating demand

WHAT YOU TOLD US CREATING DEMAND

“Clean numbers, and we hit the target most quarters”

“We are short and we know it”

WHAT THAT MEANS

This pattern suggests volume without dependable quality. The stronger signal is conversion from the sources you already have.

Pipeline is the coverage that makes next quarter a plan rather than a hope.

WHAT GOOD LOOKS LIKE

Defensible coverage against the number, with the quality of each source measurable.

Weak downstream of this: Revenue Acceleration, Customer Marketing. In your answers the same weakness appears in capabilities this one feeds.

If you can show coverage against the number and defend the quality of it, this moves to Next.

DON'T START HERE

The tempting wrong move

Brand

An awareness campaign. It would spend money describing something still in motion.

Your answers put Engine Operations upstream of it, and weak across more than one of the capabilities it feeds. Investing in Brand before that is resolved would spend a quarter treating something that is likely to be downstream of the real constraint. Revisit it once Engine Operations holds.

BUILD MAP

Ten capabilities, in order

NOW

Engine Operations

How the work runs

●●●●● ● SIGNIFICANT GAP 2.0

Signals arrive and nothing happens unless a person notices.

NOW

Positioning

What you stand for

●●●●● ● NEEDS ATTENTION 5.9

The story holds inside. It does not survive contact with the market.

NOW

Pipeline Generation

Creating demand

●●●●● ● NEEDS ATTENTION 5.9

Volume exists. Quality and coverage do not hold together.

WHY IT SITS HERE

Part of the same cluster as the first build. Fixing it separately would mean fixing it twice.

NEXT

Content Marketing

What buyers find

● ● ● ● ● NEEDS ATTENTION 5.0

You publish. Little of it reaches a real deal.

WHY IT SITS HERE

Downstream of Engine Operations, which is weak across several of the capabilities it feeds.
Building here before that is resolved is unlikely to change the number.

NEXT

Customer Marketing

Customers you already have

● ● ● ● ● NEEDS ATTENTION 5.9

Programs run. Growth from the base has no number and no owner.

WHY IT SITS HERE

Downstream of Engine Operations, which is weak across several of the capabilities it feeds.
Building here before that is resolved is unlikely to change the number.

NEXT

Product Marketing

Reading the market

● ● ● ● ● NEEDS ATTENTION 5.0

You react in time. Launches do not move the number.

WHY IT SITS HERE

Downstream of Engine Operations, which is weak across several of the capabilities it feeds.
Building here before that is resolved is unlikely to change the number.

NEXT

Brand

How the market sees you

● ● ● ● ● NEEDS ATTENTION 7.9

You are credible. You are not known before the conversation starts.

PROTECT means this capability is strong enough to leave alone for now. Keep it working while the build happens elsewhere.

PROTECT

AI Agents

Working with AI

● ● ● ● ● STRONG 8.1

AI does real work here, and the work keeps improving.

Strong and thin. This works today because of one or two people, which makes it fragile rather than safe.

PROTECT

Scoreboard

What leadership can see

● ● ● ● ● STRONG 8.2

One current view, believed in the room, with direction visible.

LATER

Revenue Acceleration

Inside live deals

● ● ● ● ● SIGNIFICANT GAP 3.7

LEFT EMPTY ON PURPOSE

These five take a room and an argument, not a form. They are the last thing the leadership team fills in together.

WHO OWNS THE FIRST PROOF _____

FIRST AGENT-POWERED USE CASE _____

WHAT IT NEEDS TO SEE _____

WHAT SHOULD CHANGE _____

HOW YOU WILL KNOW BY DAY 90 _____

One build: Engine Operations

THE FIRST ACTION

Begin the build. Owner, budget, and priority are already in place.

THE OUTCOME

Signals that route themselves to the person who should act

THE OWNER

One owner for the rules, not just the tools

THE FOUNDATION

No foundation work is required first. Build directly.

PROVE ONE CHANGE

Take one signal, write the rule, automate the route, and watch it for six weeks

ATTACH ONE NUMBER

Time from signal to action. New logo qualified pipeline coverage against the plan.

REVIEW CADENCE

Monthly, against leading indicators rather than closed revenue. Measure opportunity quality, stage movement, and buying group progress. Closed revenue inside ninety days is the wrong test for this cycle length.

DAY 90 DECISION

Scale it, fix it, or stop it. Say which before the work starts.

WEEKS 1 TO 2

Confirm the owner, define the outcome, and take the baseline.

WEEKS 3 TO 4

Build the minimum required operating change.

WEEKS 5 TO 8

Run it in the actual business cadence.

WEEKS 9 TO 12

Measure, correct, and prepare the day 90 decision.

Every capability, on the record

AI Agents

● STRONG 8.1

Working with AI

WHAT YOU TOLD US WORKING WITH AI

“One or two things are running for real,
and I could point at what they did”

“Work we now depend on would stop, and
it would show up in pipeline”

WHAT THAT MEANS

Your answers show AI doing work the business
would miss. Protect the people who built it.

Agents are how the engine executes at a pace
people cannot match alone. Where they are
absent, capacity is the ceiling on everything else.

Health 8.1 of 10, from your two answers. Ownership and confidence never move this number. Ownership:
No one owns this. Ownership shapes build priority, not health.

Go deeper: Marketing Rebuilt, Chapter 3, AI Agents.

Scoreboard

● STRONG 8.2

What leadership can see

WHAT YOU TOLD US WHAT LEADERSHIP CAN SEE

“We can see where we stand now, and
whether the major numbers are improving
or weakening”

“One number, always current, and the
room argues about what to do instead of
whether it is right”

WHAT THAT MEANS

Your answers show one number the room
believes, with direction visible. That is the
foundation the rest of the build sits on.

Every allocation decision leadership makes runs
through this. When the number is contested, the
argument is about the number instead of the
business.

Health 8.2 of 10, from your two answers. Ownership and confidence never move this number. Ownership:
A named owner, stretched thin. Ownership shapes build priority, not health. Performance and Momentum
read from your first answer, Confidence from the pipeline number question, which is weighted heaviest.

Go deeper: Marketing Rebuilt, Chapter 4, Scoreboard.

Positioning

● NEEDS ATTENTION 5.9

What you stand for

WHAT YOU TOLD US WHAT YOU STAND FOR

“Tight inside the building. The market still describes us differently”

“We looked like everyone else, so it came down to price”

WHAT THAT MEANS

This pattern suggests the story holds inside the building and has not reached the market. The stronger signal is what buyers say back to you.

Positioning is the input to brand, content, product marketing, and pipeline. When it moves, everything downstream moves with it.

Health 5.9 of 10, from your two answers. Ownership and confidence never move this number. Ownership: A named owner, stretched thin. Ownership shapes build priority, not health.

Go deeper: Marketing Rebuilt, Chapter 5, Positioning.

Brand

● NEEDS ATTENTION 7.9

How the market sees you

WHAT YOU TOLD US HOW THE MARKET SEES YOU

“Buyers know who we are before they reach out, and it shows up in the deals”

“A meaningful share, and it is usually our better pipeline”

WHAT THAT MEANS

This pattern suggests you are credible but not known before the conversation starts. The stronger signal is how much pipeline begins with buyers who already knew you.

Brand decides whether a deal starts warm or cold. It is the cheapest lever on cost per deal you have.

Health 7.9 of 10, from your two answers. Ownership and confidence never move this number. Ownership: A named owner, stretched thin. Ownership shapes build priority, not health.

Go deeper: Marketing Rebuilt, Chapter 6, Brand.

Pipeline Generation

● NEEDS ATTENTION 5.9

Creating demand

WHAT YOU TOLD US CREATING DEMAND

“Clean numbers, and we hit the target most quarters”

“We are short and we know it”

WHAT THAT MEANS

This pattern suggests volume without dependable quality. The stronger signal is conversion from the sources you already have.

Pipeline is the coverage that makes next quarter a plan rather than a hope.

Customer Marketing

● NEEDS ATTENTION 5.9

Customers you already have

WHAT YOU TOLD US CUSTOMERS YOU ALREADY HAVE

“Real programs are running, but growth there has no target and no owner”

“The reps handle it. It depends on the relationship”

WHAT THAT MEANS

This pattern suggests programs are running without a target or an owner. The stronger signal is whether expansion is planned or hoped for.

Go deeper: Marketing Rebuilt, Chapter 8, Customer Marketing.

Revenue Acceleration

● SIGNIFICANT GAP 3.7

Inside live deals

WHAT YOU TOLD US INSIDE LIVE DEALS

“No. Marketing hands it off and disappears”

“We have a template. Making it specific to the account takes a week or more”

WHAT THAT MEANS

The evidence points to marketing stopping at the handoff. Deals that stall after creation usually stall for lack of proof, not lack of interest.

Go deeper: Marketing Rebuilt, Chapter 9, Revenue Acceleration.

Content Marketing

● NEEDS ATTENTION 5.0

What buyers find

WHAT YOU TOLD US WHAT BUYERS FIND

“They find us, described the way we used to talk about ourselves”

“Some of it. Sellers mostly build their own”

WHAT THAT MEANS

This pattern suggests output without pull. The stronger signal is how much published work reaches a live deal.

Go deeper: Marketing Rebuilt, Chapter 10, Content Marketing.

Product Marketing

● NEEDS ATTENTION 5.0

Reading the market

WHAT YOU TOLD US READING THE MARKET

“Weeks later. We scrambled, then it faded”

“Sales knew about it. Not much changed in the pipeline”

WHAT THAT MEANS

This pattern suggests you react in time and launches do not move the number. The stronger signal is what happened ninety days after the last one.

Go deeper: Marketing Rebuilt, Chapter 11, Product Marketing.

Engine Operations

● SIGNIFICANT GAP 2.0

How the work runs

WHAT YOU TOLD US HOW THE WORK RUNS

“Nothing, unless somebody happens to notice”

“A lot of manual work, and it lives in a few people's heads”

WHAT THAT MEANS

The evidence points to signals arriving and nothing happening unless a person notices. Automation layered on top of that would automate the noticing problem.

Operations is the wiring. Signals initiate, agents execute, humans govern, and none of that runs without the rules being written down.

KEEP BUILDING

The map is the easy part.

Ten minutes gets you a starting position to argue with. The build itself takes a quarter and one person accountable for it.

Advisory

For leaders who want help doing the work, starting with the ninety days above.

Training and workshops

For teams that want to build this together instead of one person at a time.

Templates and guides

The full Build Map template from Chapter 13, plus the scoreboards and worksheets from every chapter.

The book

Where the ten capabilities came from, and the hundred agents that run them.

Talk it through

Scoring version 2.1.0. Deterministic. The same answers always produce this same report.